

AHCA Florida Health Care Connections (FX)

FX EPMO Charter and Program Management Plan

Version: 175

Date: April 29, 2020

Author: The SEAS Vendor

Submitted To: AHCA FX Project Management





Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
5/31/2019	001	Draft for submission to the Agency	Mike Avello, Sean Gibbs, Dr. Mark Huston, Jane Matthews, Tara Kyvik, Carol Williams
6/27/2019	002	Revisions based on review feedback	Sean Gibbs, Jane Matthews
7/5/2019	100	EPMO Charter and Program Management Plan Approved	Carol Williams
8/6/2019	101	Edits associated with Program Risk Management for Strategy Alignment (Sections 4.3 and 6.2.2.9)	Sean Gibbs
8/20/2019	101	FX EPMO Charter and Program Management Plan Q1 Refresh - draft	Carol Williams
3/5/2020	102	Resubmitting draft with responses to Agency/IV&V Comments	Eric Steinkuehler
3/11/2020	125	FX EPMO Charter and Program Management Plan Q2 Refresh – Approved Final	Eric Steinkuehler
3/27/2020	126	FX EPMO Charter and Program Management Plan Q3 Refresh – draft <ul style="list-style-type: none"> ▪ Added references to the Artifact Management Standards (AMS) throughout ▪ Removed previously provided detail in Section 3.9 to avoid confusing external stakeholders 	FX EPMO
4/24/2020	127	FX EPMO Charter and Program Management Plan Q3 Refresh – draft remediation <ul style="list-style-type: none"> ▪ Addressed Agency comments ▪ Updated Section 3.6 <i>FX EPMO Assumptions and Constraints</i> to match what is in the Schedule IV-B and OWP ▪ Added the FX Meeting diagram in Section 3.11 <i>FX EPMO Governance</i> 	FX EPMO
4/29/2020	175	FX EPMO Charter and Program Management Plan Q3 Refresh – Approved Final	Carol Williams

Modifications to the approved baseline version of this artifact must be made in accordance with the FX Artifact Management Standards.



Quality Review History

DATE	REVIEWER	COMMENTS
5/28/2019	Carol Williams	Conducted QC Review
5/29/2019	Mary Lindsay Ryan	QC Review of QA and Document Management sections
8/7/2019	Tara Kyvik	Review updates associated with Program Risk Management for Strategy Alignment (Sections 4.3 and 6.2.2.9)
12/30/2019	Eric Steinkuehler	Conducted QC Review
2/8/2020	Tara Kyvik	Peer review
2/10/2020	Eric Steinkuehler	QC review
3/26/2020	Carol Williams	QC review
4/24/2020	Carol Williams	Remediation QC review



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SECTION 1 OVERVIEW OF PROJECT, PROGRAM, AND PORTFOLIOS AND THEIR MANAGEMENT

The Agency for Health Care Administration (AHCA, the Agency) anticipated the complexity and breadth of work that lay ahead when drafting the Strategic Enterprise Advisory Services (SEAS) Vendor contract. The contract sets forth requirements for project, program, and portfolio management. The Agency anticipated that in order to achieve its bold vision it would have to employ advanced project management practices, including program and portfolio management, to appropriately manage the investment and facilitate realization of outcomes and benefits.

The following definitions are provided to orient the reader to the use of these terms in this document. Most definitions are from the Project Management Institute.

1.1 DEFINITIONS

1.1.1 PROJECT

A project is “a temporary endeavor undertaken to create a unique product, service, or result.”¹ A project has defined start and finish dates. Projects undertaken to advance the FX Vision are called FX projects.

1.1.2 PROJECT MANAGEMENT

Project Management is “the application of knowledge, skills, tools and techniques applied to project activities to meet project requirements.”² It focuses on the efficient delivery of projects and managing stakeholder expectations. The FX Project Management Standards describe how FX projects shall be managed.

1.1.3 PROGRAM

In the context of project management, a program consists of “related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.”³ In the course of authorizing projects to achieve the FX Vision, several projects may be authorized under the umbrella of a program to enhance the control over the projects and to optimize outcome and benefits realization.

Examples of programs that could, *potentially*, be authorized via the Portfolio Management Process are related to improving provider and recipient experiences. Several provider and/or

¹ [The Standard for Program Management](#) Fourth Edition, Project Management Institute, ISBN 978-1-62825-196-8, Newton Square Pennsylvania 19073. Page 167.

² Ibid.

³ [The Standard for Program Management](#) Fourth Edition, Project Management Institute, ISBN 978-1-62825-196-8, Newton Square Pennsylvania 19073. Page 164.



recipient-related projects may be organized as a *Provider Experience Program* or a *Recipient Experience Program* to facilitate proper focus on achieving those strategic priorities.

In the absence of a formal *program*, the term *projects* is used in this document to address the current environment wherein a program has not yet been authorized, and any program subsequently authorized.

As of this writing, referring to the collection of FX projects as the FX Program introduces confusion with the Medicaid program. The term *program* is used in this document in the context of project management; not as a business or functional unit.

1.1.4 PROGRAM MANAGEMENT

Program Management is “the application of knowledge, skills, and principles to a program to achieve the program objectives and to obtain benefits and control not available by managing program components individually.”⁴

The latter part of this document outlines how the FX Enterprise Program Management Office (EPMO) facilitates program management activities through the integration of benefit, change, risk, action item, issue, decision, lessons learned, schedule, resource, information, and quality management.

When a program is authorized by the Governance Committee(s) through the Portfolio Management Process, a program management plan will be developed specific to that program. It will contain many of the sections contained in the latter part of this document and will integrate with the FX EPMO’s program management activities.

1.1.5 PORTFOLIO

A portfolio is the “projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.”⁵ Similar to how someone’s financial portfolio is assembled and managed to achieve the person’s strategic financial objectives, organizations use a project portfolio to manage the use of their finite resources in a way that maximizes returns on investments.

The S-4: Strategic Project Portfolio Management Plan describes the scope of FX Portfolio Management.

⁴ The Standard for Program Management Fourth Edition, Project Management Institute, ISBN 978-1-62825-196-8, Newton Square Pennsylvania 19073. Page 166.

⁵ Ibid. Page 164.



1.1.6 PORTFOLIO MANAGEMENT

Portfolio Management (S-4) is “the centralized management of one or more portfolios to achieve strategic objectives.”⁶ The S-4: Strategic Project Portfolio Management Plan describes the processes used to manage the FX Portfolio.

1.1.7 COMPONENT

The term component is included here because it is used regularly in program and portfolio management.

In the context of a program, it is defined as “a project, subsidiary programs, or other related activities conducted to support a program.”⁷

In the context of a portfolio, it is defined as “a discrete element of a portfolio that is a program, project, or operations work related to the achievement of the portfolio’s strategic objectives.”⁸

1.2 FX EPMO’S ROLE IN PROJECT, PROGRAM, PORTFOLIO MANAGEMENT

As mentioned above, the Agency is employing project, program, and portfolio management to appropriately manage the investment in FX and facilitate realization of strategic priorities. All provide a structured means for aligning and effectively pursuing organizational strategies; however, they differ in their focus and the way they contribute to achieving strategic goals.⁹

The table in **Exhibit 1-1: Comparison of Project, Program, and Portfolio Management** below is from the *Standard for Program Management, Fourth Edition* and provided here for reference. The FX EPMO focuses on project and program management and provides tactical project information (e.g., information about change requests, schedule and cost performance, resource utilization) for use by FX Portfolio Management.

⁶ Ibid. Page 115.

⁷ Ibid. Page 164.

⁸ The Standard for Portfolio Management Fourth Edition, Project Management Institute, ISBN 978-1-62825-197-5, Newton Square, Pennsylvania 19073. Page 115.

⁹ The Standard for Program Management Fourth Edition, Project Management Institute, ISBN 978-1-62825-196-8, Newton Square, Pennsylvania 19073. Page 10.



Organizational Project Management¹⁰			
	Projects	Programs	Portfolios
Definition	A project is a temporary endeavor undertaken to create a unique product, service, or result.	A program is a group of related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.	A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a scope that encompasses the scopes of its program components. Programs produce benefits to an organization by ensuring that the delivered outputs and outcomes of program components are delivered in a coordinated and complementary manner.	Portfolios have an organizational scope that changes with the strategic objectives of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Programs are managed in a manner that accepts and adapts to change as necessary to optimize the delivery of benefits as the program's components deliver outcomes and/or outputs.	Portfolio managers continuously monitor changes in the broader internal and external environments.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Programs are managed using high-level plans that track the interdependencies and progress of program components. Program plans are also used to guide planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Programs are managed by program managers who ensure that program benefits are delivered as expected by coordinating the activities of a program's components.	Portfolio managers may manage or coordinate portfolio management staff, or program and project staff that may have reporting responsibilities into the aggregate portfolio.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor strategic changes and aggregate resource allocation, performance results, and risk of the portfolio.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	A program's success is measured by the program's ability to deliver its intended benefits to an organization, and by the program's efficiency and effectiveness in delivering those benefits.	Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio.

Exhibit 1-1: Comparison of Project, Program, and Portfolio Management

¹⁰ Ibid, page 11.



SECTION 2 OVERVIEW OF THE FX EPMO CHARTER AND PROGRAM MANAGEMENT PLAN

2.1 DELIVERABLE PURPOSE

The purpose of the Enterprise Program Management Office (EPMO) Charter and Program Management Plan is to charter the FX EPMO and establish the guidelines and operational processes by which the FX EPMO shall manage and/or monitor FX projects assigned by FX Portfolio Management.

This document elaborates the SEAS Vendor’s program management responsibilities per MED191 and is the primary document establishing expectations for the management of programs. This document is complemented by several process definitions that detail how program management processes shall be performed.

2.1.1 TASK ORDER REQUIREMENTS MAPPING

The requirement for this FX EPMO Plan was established in SEAS Contract MED191, Section E. 2: “Project and Program Management” and authorized in Section 2.2.5 Develop a Program Management Plan of Task Order SEAS003 as follows: “The SEAS Vendor shall develop a Program Management Plan, aligned with the Project Management Institute’s (PMI’s) Standard for Program Management, fourth edition, which describes how the program (*herein reoriented to focus on the operations of the FX EPMO*) will align with the projects and monitor risks, issues, action items, decisions, and the schedules developed, for each specific project.”

Error! Reference source not found. below includes where MED191 will be satisfied in the Deliverable Expectations Document (DED) for the deliverable.

TASK ORDER SEAS003	EPMO CHARTER AND PROGRAM MANAGEMENT PLAN DELIVERABLE SECTION(S)
“The SEAS Vendor shall develop a Program Management Plan, aligned with the Project Management Institute’s (PMI’s) <i>Standard for Program Management, fourth edition.</i> ”	All
“...describes how the Program will align with the projects and monitor risks, issues, action items, decisions, and the schedules developed, for each specific project.”	Program Delivery Phase

Exhibit 2-1: Task Order Mapping

2.2 REFERENCED DOCUMENTS

The following documents are inputs to the FX EPMO Charter:

- Task Order SEAS 003



- SEAS Contract Deliverable P-2: FX Project Management Standards, version 200¹¹ available on the FX Projects Repository
- Project Management Institute, Project Management Body of Knowledge (PMBOK®), 6th Edition
- Project Management Institute, The Standard for Program Management, Fourth Edition
- Project Management Institute, The Standard for Portfolio Management, Fourth Edition
- Project Management Institute, Practice Standard for Scheduling, Second Edition
- Department of Management Services (DMS), Division of State Technology (DST), formerly the Agency for State Technology (AST), requirements including the Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C.), the Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C., and the Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 60GG-5.001 through 60GG-5.003, F.A.C.
- SEAS Contract MED191 including all amendments to the Contract, and subsequent SEAS Task Orders.
- The Invitation to Negotiate (ITN) 001-16/157, Strategic Enterprise Advisory Services (SEAS)
- The FX Artifact Management Standards (AMS), available for review on the FX Projects Repository
- The FX Organizational Change Management (OCM) Plan, available for review on the FX Projects Repository
- Aziz, E. E. (2014). The PMO: your key to strategy execution and results delivery. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute.

¹¹ All initial Agency approved documents are stored and archived in the FX Projects Repository as final drafts with a version x00 according to the Document Management processes.



SECTION 3 FX ENTERPRISE PROGRAM MANAGEMENT OFFICE (FX EPMO) CHARTER

3.1 WHY AN FX EPMO?

The FX EPMO operates at a strategic-level (top-down rather than bottom-up) to ensure projects approved through the Portfolio Management Process are achieving the strategic goals and objectives set forth in SEAS deliverable S-3: Enterprise Systems Strategic Plan.

The strategic transformation associated with the Florida Health Care Connections (FX) initiative necessitates an entity tasked with ensuring authorized projects progress in a manner to achieve the Agency's strategic goals.

The "role of the Program Management Office is to support the program by:

- Defining the program management processes and procedures that will be followed,
- Supporting the management of the schedule and budget at the program-level,
- Defining the quality standards for the program and for the program's components,
- Supporting effective resource management across the program,
- Providing document and configuration management (knowledge management), and
- Providing centralized support for managing changes and tracking risks and issues."¹²

3.2 FX EPMO JUSTIFICATION

During the strategic visioning session held on December 13, 2017, the executive team recognized the Medicaid Enterprise Systems (MES) Procurement Project as an opportunity to fundamentally change how the Agency works and positions itself to provide "Better health care for all Floridians," and that the Agency needs to develop a more robust system to anticipate the changes coming in both health care and technology to continue to meet this goal. They determined the project should focus much more broadly than just a Florida Medicaid Management Information System (FMMIS) replacement, indicating that the project should "Transform the Medicaid Enterprise to provide the greatest quality, the best experience, and the highest value in healthcare." In addition, the Agency needs to consider this a broader project that leverages the Medicaid infrastructure to improve overall Agency functionality and build better connections to other data sources and programs.¹³

¹² Aziz, E. E. (2014). The PMO: your key to strategy execution and results delivery. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute.

¹³ To articulate this far-reaching scope, the Medicaid Enterprise Systems (MES) Procurement Project was re-named Florida Health Care Connections (FX).



Further justification for an FX EPMO comes from the SEAS Vendor's contract. The purpose of the FX EPMO is to foster an environment wherein projects achieve the goals and guiding principles of the S-3: Enterprise Systems Strategic Plan. In accordance with the contract, the SEAS Vendor shall "develop and document policies and procedures for the Project Management Office for [FX] projects." This document describes how "The Vendor shall provide project management services for [FX] systems integration projects and specified [FX] projects at the direction of the Agency and in accordance with the standards described in Section C., Services to be Provided by the Vendor. For [FX] projects involving other [FX] vendors, the Vendor shall create a comprehensive, integrated master project work plan that identifies the total project scope of work (including milestones and deliverables), combining separate work plans for other [FX] vendors. The Vendor shall, at the direction of the Agency, develop other integrated project management plans and processes for such [FX] projects that include, but are not limited to:

- Integrated risk, action item, issue, and decision tracking;
- Integrated master schedule for MES projects;
- Integrated change management;
- Integrated organizational change management; and
- Integrated cost management."

The FX EPMO shall facilitate the achievement of Agency goals by:

- Working closely with the Governance Committees, the FX Director, the FX Administration Team, and the FX Portfolio Management Team to enable authorized projects to successfully complete—or appropriately disposition—stated objectives and deliver intended benefits
- Reducing the risk associated with project delivery by supporting or managing project delivery
- Standardizing project performance measurement, metrics, and reporting
- Identifying and responding to risks early
- Monitoring project costs
- Identifying how projects may advance or hinder other projects' objectives
- Coordinating operations between multiple teams
- Resolving issues across multiple projects
- Providing transparency to project stakeholders
- Communicating projects' progress to stakeholders
- Working with functional teams to ensure project teams have the appropriate skills and competencies
- Establishing and maintaining standards, processes, tools, and templates



3.3 SCOPE OF THE FX EPMO

The FX EPMO shall oversee the FX projects. Projects are assigned by the Governance Committee for management or oversight by the FX EPMO based on the criteria in **Exhibit 3-1: Scope of the FX EPMO** below:

CHARACTERISTIC(S)	MANAGED BY	REQUIRED TO FOLLOW FX PROJECT MANAGEMENT STANDARDS AND REPORT TO GOVERNANCE?
Agency-wide FX project	FX EPMO	Yes
Multi-agency FX project led by the Agency	FX EPMO	Yes
FX projects with Risk and Complexity scores of 3 or 4 (per DMS Risk and Complexity tool; whether an IT project or not)	FX EPMO	Yes
FX projects with Risk and Complexity scores of 1 or 2 (per DMS Risk and Complexity tool; whether an IT project or not)	<ul style="list-style-type: none"> ▪ FX EPMO (preferred) ▪ AHCA Business Unit ▪ AHCA IT 	Yes
Non-FX project	<ul style="list-style-type: none"> ▪ AHCA Business Unit ▪ AHCA IT 	No

Exhibit 3-1: Scope of the FX EPMO

The FX EPMO may provide one of three levels of Program Management Office (PMO) services depending on direction given upon authorization of a project—or if the FX EPMO is asked to manage a non-FX project.¹⁴ The three types of assistance are:

1. Supportive – “The supportive PMO ‘Provides assistance, support, tools, templates, and guidelines of project management to project management teams, provides status reporting and configuration management’ (PMI, 2013a, p. 11). It does not manage or control the project and has a purely consultative role.”¹⁵
2. Controlling (Consultative or Monitoring PMO) – The Controlling PMO provides standards and templates supporting the FX Program Life Cycle (FX PLC) methodology (based on the Centers for Medicare and Medicaid Services’ (CMS) XLC methodology) and on-demand expertise. In addition to providing standards and templates, the Controlling PMO enforces the integration and performance management requirements set forth by the FX EPMO.
3. Directive – In addition to the services offered in the supportive and controlling models, the FX EPMO provides the project management experience and resources

¹⁴ This will require authorization from the SEAS Contract Managers.

¹⁵ Aziz, E. E. (2014). The PMO: your key to strategy execution and results delivery. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute.



to manage the projects approved by the Governance Committees through the Portfolio Management Process.

3.4 FX EPMO KEY STAKEHOLDERS

The FX EPMO's Key Stakeholders are listed in **Exhibit 3-2: FX EPMO Key Stakeholders** below.

ROLE	RESPONSIBILITY
FX Program and Executive Governance Committees (including FX Governance support and FX Portfolio Management Teams)	Recommend and approve FX projects; consume materials produced by the FX EPMO for informed decision-making
FX Executive Sponsor (AHCA)	Sponsors the FX Program and serves as an escalation point for the FX Director
FX Director (AHCA)	Responsible for day-to-day management of the FX Program
SEAS Director (SEAS)	Responsible for day-to-day management of the SEAS Vendor Team
FX Administration Team (AHCA)	Provides agency subject matter expertise to FX projects and supports FX EPMO Operations
FX EPMO Lead (SEAS)	Responsible for the FX EPMO's day-to-day operations; facilitates biweekly FX EPMO meeting; reports to the SEAS Director
FX EPMO Project Managers (SEAS)	Manage assigned projects and/or provide project management consulting and support services in accordance with the FX Project Management Standards; support their project sponsor; report to the FX EPMO Lead
FX EPMO Subject Matter Experts (SEAS)	Provides expertise to FX EPMO at any level required to fulfill FX EPMO objectives, (e.g., schedule management)

Exhibit 3-2: FX EPMO Key Stakeholders

3.5 ANTICIPATED OUTCOMES/BENEFITS OF THE FX EPMO

3.5.1 STRATEGIC ALIGNMENT

The FX EPMO Strategic alignment focuses on confirming projects support enterprise-wide goals and objectives and remain on track to delivering intended outcomes and benefits.



For FX, this means the FX EPMO shall be aware of the project approach to assure approaches do not conflict. This is a coordinated effort by the FX EPMO to assess goals and strategies implemented by a project or group of projects. Do project and program goals support or reinforce the Agency's goals and objectives? If they conflict, what is the remediation plan?

3.5.2 VALUE DELIVERY

The FX EPMO Value Delivery focuses on ensuring projects deliver intended outcomes and benefits. FX projects must clearly identify the benefits the project will provide from initiation through disposition of the resulting product or service. The FX EPMO shall monitor benefits throughout the life cycle of the project. The FX EPMO shall monitor performance for deviations that may jeopardize outcome and benefits realization and make recommendations to achieve added benefits.

3.5.3 BENEFIT STRATEGY

The FX EPMO shall capture, evaluate, and report metrics measuring projects' progress toward realization of planned outcomes and benefits (e.g., planned vs. actual costs, change requests impacting benefits realization). FX project metrics shall be used to support FX Program and Project reporting requirements including recurring status reporting, Schedule IV-Bs, and other reports at the direction of the Agency.

3.6 FX EPMO ASSUMPTIONS AND CONSTRAINTS

3.6.1 ASSUMPTIONS

Assumptions are factors considered to be true. FX may not be able to deliver its mandate when assumptions are untrue.

- Assumption 1: The Agency, FX vendor staff, and other project stakeholders will be available, will actively participate in project activities, and will respond to requests in a timely manner.
- Assumption 2: The Agency's governance structure, coupled with structured analysis, and decision documentation tools and processes, creates a robust plan to manage this large and complex transformation. The FX Governance structure will provide timely decision-making and project guidance to facilitate an integrated approach to the prioritization of time, resources, and budget across all Agency initiatives currently in progress, and for any new initiatives over the life of the project.
- Assumption 3: Solicitations will result in the timely onboarding of the planned FX vendor teams with little to no impact to the master project schedule critical path items.
- Assumption 4: Cooperation from stakeholders outside the Agency will be received in a timely manner.
- Assumption 5: The Agency and its vendors will provide proper testing environments in all existing systems and future systems to ensure continuity.



- Assumption 6: The Agency will suspend non-emergency changes to existing system during the transition projects.

3.6.2 CONSTRAINTS

Constraints are limiting factors that will affect the performance of FX.

- Constraint 1: Per existing legislative mandate, the FMMIS contract must be resolved before December 31, 2024.
- Constraint 2: Other major re-procurements like the re-procurement of Statewide Medicaid Managed Care (SMMC) in SFY 2023-24 will be competing priorities for Agency resources, placing additional risk on the FX initiative. The legislature can reduce this risk by postponing major re-procurements from state fiscal years 2023-24 and 2024-25 out to SFY 2025-26.
- Constraint 3: Changes to the existing FMMIS system will require Agency resources that could be focused on future system development; policy-driven changes to Medicaid that would affect FMMIS operations or require technical changes will create delays in FX system completion.
- Constraint 4: Enhanced Federal Financial Participation (FFP) for FX modules and components is contingent upon approval of advanced planning documentation and module certifications by the CMS.
- Constraint 5: Agency resources are limited for review of deliverables produced by FX vendors as the same Agency resources are engaged across multiple aspects of the project.
- Constraint 6: The lengthy Florida procurement process is a constraint relative to the overall project schedule. The Agency will evaluate the use of alternative source contracting and other methods to shorten procurement timelines.
- Constraint 7: FX includes business processes and data transfers that rely on the cooperation and integration of outside agencies in order to maximize the potential benefit of FX.

3.7 FX EPMO CRITICAL SUCCESS FACTORS

Critical Success Factors are conditions that must exist for the FX EPMO to accomplish or exceed its goals.

- Agency leadership supports the FX EPMO
- Agency sponsors the FX EPMO at the right level to fulfill its mandate
- The FX EPMO has a clearly defined scope, authority, and responsibilities



- The FX EPMO has experienced personnel who can establish standards, templates, and processes appropriate for FX; mentor FX project teams; and monitor the performance of FX projects
- The FX EPMO exercises disciplined leadership

3.8 HIGH-LEVEL RISKS

There are few risks associated with implementing an EPMO. **Exhibit 3-3: Risk Factors** below is a list of potential risks associated with an FX EPMO.

Description of Risk	Risk Response
If Agency Leadership does not support the FX EPMO, then the Agency may miss the benefits that come from an EPMO: data for improved decision-making; reduced risk associated with project delivery; increased efficiencies through standard processes and templates, training/mentoring; expertise; increased likelihood of achieving stated outcomes and benefits.	Avoid – Obtain Governance support and sponsorship of the FX EPMO through the FX EPMO Charter.
If the FX EPMO alignment is not sponsored at the right level of the Agency, then the ability of the FX EPMO to facilitate successful project delivery may be adversely impacted.	Avoid – Obtain Governance support and sponsorship of the FX EPMO through the FX EPMO Charter.
If the FX EPMO does not have clearly defined scope, authority, and responsibility, then there will be unproductive time spent trying to make these determinations in a more complex environment (i.e., when other vendors are engaged, or when multiple projects are active) thus increasing delivery risks.	Avoid – Use the FX EPMO Charter to clearly delineate scope, authority, and responsibility.
If the FX EPMO is not staffed with experienced project management professionals, then it will be severely challenged to deliver upon its mandate.	Avoid – The SEAS Vendor has a highly skilled and experienced team of project management professionals in the FX EPMO and serving in other leadership positions.
If the FX EPMO doesn't exercise disciplined leadership, then it may	Avoid – Obtain Governance support and sponsorship of the FX EPMO through the FX



Description of Risk	Risk Response
<p>deliver diminished value toward achieving the Agency’s vision for FX.</p>	<p>EPMO Charter. The FX EPMO should have authority to enforce approved standards and processes and limit variances. The FX EPMO Charter will define the scope and responsibilities of the FX EPMO. The authority the FX EPMO has over an approved project (one of the three levels of PMO identified in the earlier section: Scope of the FX EPMO) will be determined with the approval of each project.</p>

Exhibit 3-3: Risk Factors

3.9 FX EPMO ANTICIPATED BUDGET

Agency resources and SEAS Vendor resources will jointly staff the FX EPMO. The cost of SEAS Vendor resources is funded via the SEAS Vendor Task Order.

3.10 FX EPMO IMPLEMENTATION TIMELINE

During FY 2018-19, the FX EPMO led and oversaw eight FX projects, refreshed the FX Project Management Standards and Toolkit, began developing detailed process definitions for adhering to the standards, drafted the FX EPMO Charter and Program Management Plan, began project performance reporting to the Governance Committees, and drafted a business case for a scalable schedule and resource management solution.

During the last quarter of FY 2018-19 into the first quarter of FY 2019-20, the FX EPMO enhanced its process orientation. Toward that end, the FX EPMO is identifying process owners and process definitions for all of its major processes (e.g., schedule management, CRAIDL management, reporting). Thus, process details were not included in the body of the refreshed Project Management Standards nor in this Program Management Plan. Instead, process details are available as stand-alone process definition documents (located in the FX Projects Repository in Florida Health Care Connections > Process Definitions) —to facilitate ease of continuous improvement.

During the remained of FY 2019-20, the FX EPMO took steps toward being more data-driven (i.e., using the data it’s generating to enhance project performance monitoring/forecasting, reporting, and decision-making).

The FX EPMO strives to operate at a Center of Excellence level in FY 2020-21 and beyond.

3.11 FX EPMO GOVERNANCE

The FX EPMO facilitates the escalation of project and program decisions and/or issues to the Governance Committees in accordance with the approved S-1: Enterprise Systems Governance Plan and the S-4: Strategic Project Portfolio Management Plan. The FX Governance Plan directs the Agency to focus on those projects that support the execution of the Agency’s strategic initiatives. The Strategic Project Portfolio Management Plan describes how the Agency will use the Portfolio Management Process to pursue projects supporting the Agency’s strategic plans. The diagram in **Exhibit 3-4: FX Meetings** below depicts the flow of information and decision-making within FX by way of recurring meetings.

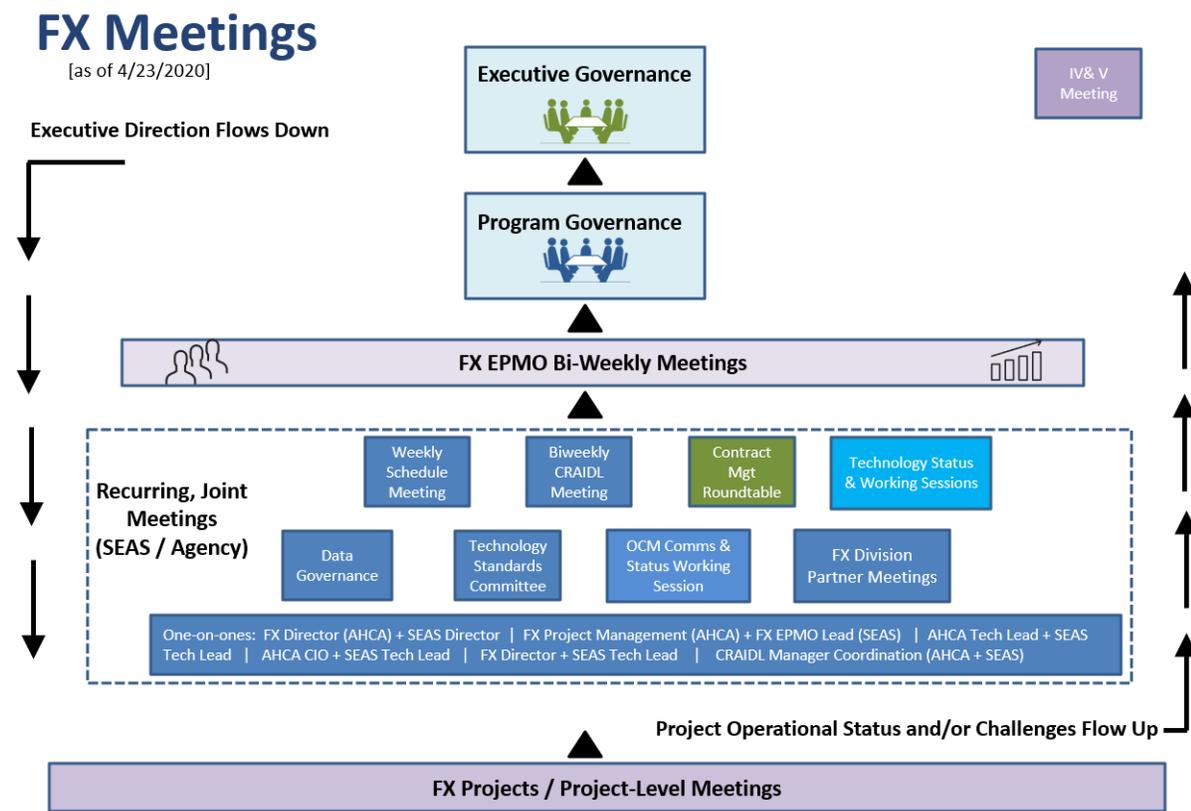


Exhibit 3-4: FX Meetings

The FX EPMO shall implement project governance at the tactical level. The FX EPMO establishes standards, trains and mentors teams in the application of the standards, facilitates project integrations and knowledge sharing, and pursues continuous improvements.



3.12 FX EPMO SUCCESS CRITERIA

The FX EPMO's success is linked to the achievement of the Agency's FX Strategic Plan (S-3). Below are some of the metrics for measuring the FX EPMO's success. The FX EPMO strives to improve upon these measures, and/or add others, annually.

- The FX EPMO fosters continued alignment between the FX projects and the S-3: Enterprise Systems Strategic Plan.
 - › 90% of FX projects maintain alignment with at least one of the FX guiding principles (assumes alignment to guiding principle(s) occurred during the Portfolio Management Process)
- The timely and cost-effective completion of projects is critical to achieving certain benefits so the FX EPMO shall also measure its success by the timely and cost-effective completion of projects:
 - › 80%+ of projects are delivered on time, i.e., within +/- 20% of the *original* schedule baseline (with adjustments made for approved scope changes)
 - › 90%+ of projects are delivered within +/- 20% of the *original* budget baseline (with adjustments made for approved scope changes)
- It is important for stakeholders to experience positive interactions with the FX EPMO so starting in FY 2019-20, stakeholder satisfaction will be assessed annually and/or upon the completion of a project led by FX EPMO staff:
 - › 80%+ of FX EPMO stakeholders surveyed said that they were satisfied with the services provided by the FX EPMO
- *Future measure:* 80%+ of projects realize 80%+ of stated outcomes and benefits (assumes outcomes and benefits have been established through the Portfolio Management Process; outcomes and benefits cannot be fully assessed until after project close out)

3.13 FX EPMO EXIT CRITERIA

The FX EPMO was established to facilitate successful delivery of FX projects. As such, it is expected the FX EPMO shall exist while there are FX projects to be delivered, or until such time the Agency decides the FX EPMO no longer provides commensurate value.



SECTION 4 HOW THE FX EPMO FACILITATES PROGRAM MANAGEMENT

The FX EPMO leads, oversees, and/or supports any project assigned to it via the FX Portfolio Management Process—given the approved scope criteria set forth in the Scope of the FX EPMO section. The FX EPMO “standardizes program-related processes and facilitates the sharing of resources, methodologies, tools, and techniques. It provides professional expertise using staff trained in applying program management practices to provide oversight, support, and decision-making capability.”¹⁶ The FX EPMO also implements continuous improvements to existing processes and standards in support of the S-3: Enterprise Systems Strategic Plan.

4.1 HOW PROJECTS OR PROGRAMS ARE ASSIGNED TO FX EPMO

Projects are requested and recommended through the Portfolio Management and Governance Committee Processes. Refer to the S-4: Strategic Project Portfolio Management Plan for processes that move an idea from proposal to project.

4.2 PROGRAM MANAGEMENT PERFORMANCE DOMAINS

Program Management focuses on the following, five Performance Domains:

- Program Strategy Alignment
- Program Life Cycle Management
- Program Stakeholder Engagement
- Program Governance (Adherence to program standards and processes assessed by in this case the FX EPMO, not to be confused with the FX Program Governance Committee that authorizes recommendations to the Agency Secretary for project activities or events which would consume resources)
- Program Benefits Management

¹⁶ The Standard for Program Management Fourth Edition, Project Management Institute, ISBN 978-1-62825-196-8, Newton Square Pennsylvania 19073. Page 82.

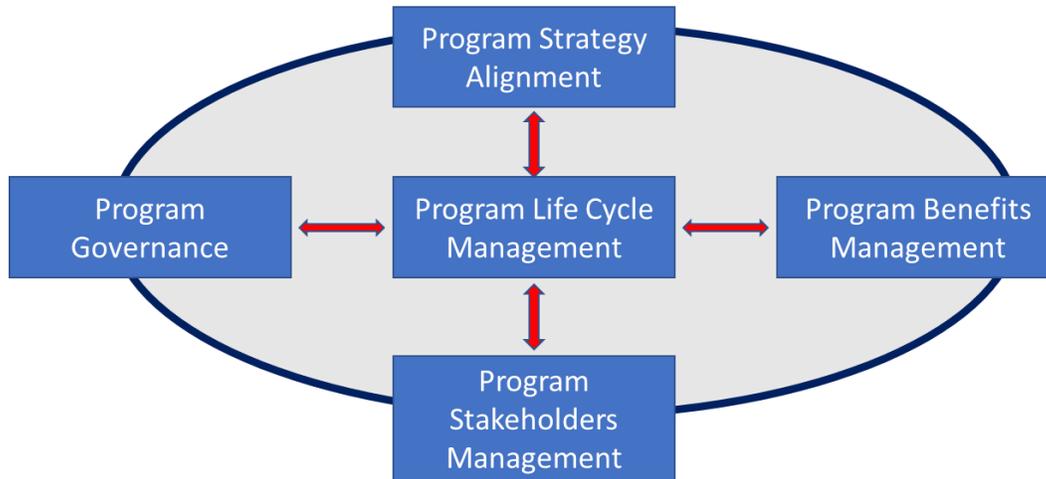


Exhibit 4-1: Program Management Performance Domains

4.3 HOW THE FX EPMO SUPPORTS PROGRAM PERFORMANCE DOMAIN ACTIVITIES

The FX EPMO supports the performance domain activities as follows:

- Program Strategy Alignment** - The Strategy Alignment performance domain includes activities to identify program outputs and outcomes to provide benefits aligned with AHCA’s goals and objectives. A project’s alignment to the S-3: Enterprise Systems Strategic Plan is assured during the Portfolio Management Process. The business case is a key consideration in whether a project proposal is authorized.

A project’s intended outcomes and benefits are confirmed during the portfolio process. Once the project is authorized by the Governance Committees, the project (or program) is formally chartered and the FX EPMO shall monitor the project’s continued alignment to the S-3: Enterprise Systems Strategic Plan and progress toward achieving stated outcomes and benefits. The FX EPMO shall work with the FX Portfolio to monitor environmental factors that may influence projects. Also important to Strategy Alignment is the program risk management strategy discussed in Section 6.2.2.9.

- Program Benefits Management**

The Benefits Management performance domain defines, creates, maximizes, and delivers the benefits provided by the projects. Each FX project reports weekly metrics



used to support FX Program and Project reporting requirements including recurring status reporting, Schedule IV-Bs, and other requested reporting needs.

As part of the Portfolio Management Process, the project or program will have a benefits plan that explains what benefits the project or program will provide when implemented. FX EPMO shall monitor projects' progress toward realizing stated outcomes and benefits. The FX EPMO shall report to the FX Portfolio and Governance Teams when a project's performance is degrading or bolstering its chance for benefits realization, e.g., the project approves a scope change that removes functionality that would streamline the enrollment process (potential degradation of outcome and benefit). Outcomes and benefits realized while the project is active will be reported, as appropriate, to the FX Governance Committee and key stakeholders, e.g., Governor's Office, Florida Legislature, Centers for Medicare and Medicaid Services (CMS), and constituent groups.

When projects transition to operations, the FX EPMO shall facilitate the transition of benefits management to the operational organization to support benefits sustainment. The FX EPMO shall continue benefits monitoring and reporting until stated outcomes and benefits are realized or it is determined they will not be met.

■ **Program Stakeholder Engagement**

The Stakeholder Engagement performance domain identifies and analyzes stakeholder needs and manages expectations through communications to foster stakeholder support. The FX EPMO shall collaborate with the Organizational Change Management (OCM) Services Team to perform stakeholder engagement activities appropriate for FX:

- › Stakeholder Identification
- › Stakeholder Analysis
- › Stakeholder Engagement Planning
- › Stakeholder Engagement
- › Stakeholder Communications

■ **Program Governance**

The governance performance domain enables and performs decision-making, establishes practices to support the projects, and maintain oversight. To support program governance, the FX EPMO shall:

- › Maintain project management standards, tools, and techniques
- › Maintain quality standards
- › Perform tactical project oversight
- › Provide project support



- › Assess project compliance with the FX Project Management Standards and report findings to the Governance Committees (at the request of the Agency)
- › Work closely with the FX Governance Committees and the FX Portfolio Management Team to support timely decision-making in support of the Agency's strategic investments. The FX EPMO shall do this through routine project performance reporting and escalating matters to the FX Director that cannot be managed or resolved at the FX EPMO level

Key roles in program governance performance domain include:

- › Agency Secretary
- › FX Executive Governance Committee
- › FX Program Governance Committee
- › FX Executive Sponsor
- › FX Director
- › FX EPMO
- › FX Project Managers

For more information regarding decision-making by, and escalation to, the FX Governance Committees, refer to the S-1: Enterprise Systems Governance Plan.

▪ **Program Life Cycle Management**

Programs span long durations—often many years. When properly executed, programs follow this life cycle:

- › Program Definition
- › Program Delivery
- › Program Closure

The next section will elaborate the stages of a program life cycle.



SECTION 5 PROGRAM ROLES AND RESPONSIBILITIES

The specific individuals who perform these roles and responsibilities will vary by program—once a program is chartered. Irrespective of the specific program, the table in **Exhibit 5-1: Program Roles and Responsibilities** below is a generally accurate listing of roles associated with program governance (the noun; not proper noun).

PROGRAM ROLE	RESPONSIBILITIES
FX Executive Governance (AHCA)	Reference the FX Governance Plan for responsibilities of FX Executive Governance
FX Program Governance (AHCA)	Reference the FX Governance Plan for responsibilities of FX Program Governance
FX Executive Sponsor (AHCA)	Reference the FX Program Sponsorship Model for responsibilities of the FX Executive Sponsor
FX Director	Responsible for day-to-day management of the FX Program; elevates items for awareness and escalation to Governance committees
FX Administration Unit (AHCA)	Responsible for managing and/or overseeing FX vendor contract; assists with the coordination and facilitation of FX processes, documentation, and reporting; supports and facilitates meetings of the FX Program and Executive Governance committees
FX Portfolio Manager (SEAS)	The individual responsible for facilitating the Portfolio Management Process
FX EPMO (SEAS)	The team responsible for the governance of projects (i.e., establishing project management standard; facilitating the sharing of resources, tools, techniques; fostering consistency in the application of standards, processes, and templates; and tactical project oversight)
TBD Program Manager (AHCA, SEAS, or Vendor)	The individual responsible for leading a program to deliver intended benefits
FX Project Managers (SEAS)	The individuals responsible for achieving the objectives of their component projects. Depending on the structure, these individuals may interact with a TBD Program Manager and/or the FX EPMO

Exhibit 5-1: Program Roles and Responsibilities



SECTION 6 PROGRAM LIFE CYCLE

This section highlights the role of the FX EPMO supporting the program life cycle.

6.1 PROGRAM DEFINITION PHASE

Program definition contains two sub-phases: formulation and planning.

6.1.1 PROGRAM FORMULATION

For FX, formulation activities generally occur during the Portfolio Management Process: the FX Portfolio Management Team facilitates business case development for projects and programs. High-level scope, cost, risks, alternative solutions, and expected benefits are considered. An environmental assessment and an initial program risk assessment are conducted to determine the Agency's risk appetite relative to the program including risk associated with the program's ability to maintain strategic alignment.

6.1.2 PROGRAM PLANNING

When the first program is chartered, it will develop a program management plan with support from the FX EPMO. The program management plan will include the *plans* for the Program Delivery Phase subsections identified below, which currently reflect the program management activities the FX EPMO performs.

Other elements of program planning include the program roadmap and schedule. These will be pursued upon authorization of a program.

6.2 PROGRAM DELIVERY PHASE

6.2.1 COMPONENT AUTHORIZATION AND PLANNING

When an FX project is authorized by the FX Governance Committee via the Portfolio Management Process, it transitions to the FX EPMO for management and/or monitoring and begins Initiation Phase activities. The FX Project Management Standards establishes expectations to enable program-level integration and successful project delivery.

6.2.2 COMPONENT INTEGRATION AND OVERSIGHT

This section highlights the activities required for coordinating the delivery and integration of FX projects to achieve stated outcomes and benefits.

6.2.2.1 PROGRAM CHANGE MONITORING AND CONTROLLING

The FX EPMO CRAIDL Coordinator or designee will log a change request when there is a request to modify FX Standards or other baselined products produced by the FX EPMO. All



change requests are logged in the Change Log on the FX Projects Repository. The FX EPMO CRAIDL Coordinator performs weekly reviews of change requests logged in the FX Projects Repository and works with either the FX Project Manager or the individual assigned to assess the change to solicit status and discuss path to request completion, review, and approval.

Similarly, the FX CRAIDL Coordinator shall assess whether a project-level change impacts other projects and/or achievement of the S-3: Enterprise Systems Strategic Plan. Consideration is also given to alternatives and the impact if the change is not approved.

Program-level changes shall be evaluated by the FX Program Governance Committee in accordance with the thresholds set in the S-1: Enterprise Systems Governance Plan. Project-level changes may first be reviewed by the project’s change control board.

6.2.2.2 PROGRAM COMMUNICATIONS MANAGEMENT

The FX EPMO strives to align with the FX Organizational Change Management (OCM) Plan. The OCM Plan sets expectations for project and program communications.

The Agency requires communications plans for all projects within the enterprise. Some projects are also required to produce an OCM Plan. The FX EPMO shall review and facilitate collaboration between project and program teams and the OCM Services Team. This helps unify messaging to FX’s various internal and external stakeholders.

In **Exhibit 6-1: FX EPMO Tactical Communications** below, are the tactical communications of the FX EPMO in the course of routine operations. Strategic communications are governed by the FX OCM Plan.

COMMUNICATION	AUDIENCE	VEHICLE	FREQUENCY	PROVIDED BY
FX Program Dashboard and FX Project Briefs (Project Performance Reporting)	FX Governance Committees SEAS Vendor Team Agency staff affiliated with FX projects Independent Verification and Validation (IV&V)	FX Projects Repository: FX Project Status Reports	Weekly	Posted by FX EPMO Lead or designee
Review of FX Projects Dashboard and FX Project Briefs (Project Performance Reporting)	FX EPMO Meeting FX Governance Committees	Meeting	Biweekly or upon request	SEAS Strategic Domain Lead FX EPMO Lead (or designees)
Monthly Status Report (Project Performance Reporting)	FX Administration Team	FX Projects Repository:	Monthly	Posted by the FX EPMO Lead or designee



COMMUNICATION	AUDIENCE	VEHICLE	FREQUENCY	PROVIDED BY
	Department of Management Services	Monthly Status Report		
Monthly Work Plan (MWP) (talk-through of MWP view in project schedules)	FX Administration Team IV&V	Meeting	Monthly	FX Schedule Manager or designee
FX Projects Schedule Review Meeting	FX Administration Team FX Project Managers IV&V	Meeting	Weekly	FX Schedule Manager or designee
CRAIDL Review Meeting	FX Administration Team FX Project Managers IV&V	Email or verbal	At least Bi-Weekly	FX CRAIDL Coordinator (SEAS) or designee
CRAIDL Coordination meeting	FX CRAIDL Coordinators (AHCA and SEAS)	Meeting	At least Bi-Weekly	FX CRAIDL Coordinators (AHCA and SEAS)

Exhibit 6-1: FX EPMO Tactical Communications

6.2.2.3 PROGRAM FINANCIAL MANAGEMENT

FX projects are funded through the FX appropriation in the Agency’s budget. The Agency currently maintains the spending plan tracking contract costs and burndown by FX vendors. The Agency recently completed the Federal Financial Management Project, which will enhance FX financial management.

6.2.2.4 PROJECT COST ESTIMATION

Project cost estimation is performed during the Portfolio Management Process in support of the state’s annual budget process. Similarly, the estimates for the FX EPMO’s costs for FY 2019-20 were developed as part of the annual budget process and considers upcoming projects (i.e., anticipated to be authorized by the Governance Committees for execution in FY 2019-20). In both cases, assumptions (top-down estimates) are documented. The estimated cost of the upcoming projects will be a benchmark against which cost estimate outputs from project planning will be considered.

6.2.2.5 PROGRAM INFORMATION MANAGEMENT

In accordance with the AMS, the FX Projects Repository is the official source for all FX projects-related documentation, deliverables, work products, and information. All FX projects



shall post and maintain all project materials on the FX Projects Repository, as required in the FX Project Management Standards. The FX EPMO maintains all of its materials on the FX Projects Repository as well.

The FX EPMO shall review the standards, processes, templates, and tools it publishes at least on an annual basis to confirm their relevance and appropriateness. In addition, the FX EPMO monitors developing changes to standards (e.g., DMS administrative rule, new editions of project or program management standards from PMI). Note: The SEAS Contract requires all the SEAS Vendor's initial deliverables to be reviewed annually for updates.

The FX EPMO shall also periodically review the contents of the FX Projects Repository to confirm naming conventions and configuration management processes are followed.

6.2.2.5.1 LESSONS LEARNED

A Lessons Learned Log is maintained on the FX Projects Repository. FX participants are encouraged to log lessons learned throughout the course of the endeavor—and not wait until project close out. The value of lessons learned is the wisdom passed on to subsequent projects. Lessons learned may also inform revisions to standards, process definitions, plans, and templates.

The FX EPMO strongly encourages all FX projects to record lessons learned on an on-going basis using a stop-start-continue approach:

- Stop actions that yield negative results
- Start actions expected to yield positive results
- Continue actions that yield positive results

The FX EPMO monitors the lessons logged and reviews them with new project teams. Quarterly, the FX EPMO CRAIDL Coordinator shall review lessons learned compiled in the past three months, analyze, and integrate improvements into FX EPMO processes. New FX projects are also encouraged to review lessons learned when performing project planning activities.

6.2.2.5.2 DOCUMENT MANAGEMENT

The FX EPMO's document management activities are closely monitored through Quality Management, as reflected in the AMS. The FX EPMO is responsible for implementing the following processes associated with document management:

- Establish review and approval process to include the (1) deliverable expectations process; (2) deliverable review process; and (3) deliverable acceptance process
- Defining the deliverable expectations and acceptance criteria (e.g., deliverable expectations document (DED), deliverable development, deliverable format and



content, deliverable submission, deliverable acceptance/rejection criteria, deliverable review period guidelines, and deliverable final review)

- Tracking changes and/or updates to approved deliverables
- Establish standards for document naming, version control, storage, retention, and archiving

6.2.2.6 PROGRAM PROCUREMENT MANAGEMENT

The FX Procurement Management Plan will provide the processes, tools, and techniques necessary to acquire products and services to meet FX needs.

As of this writing, the SEAS Vendor is preparing the FX Procurement Management Plan that will describe the processes and tools necessary to acquire resources, products, and services to meet FX needs. The FX Procurement Management Plan will adhere to state and Agency procurement requirements.

The Agency has a plan in place for the management of FX vendor contracts.

6.2.2.7 PROGRAM QUALITY MANAGEMENT

Quality management standards have been established across the defined focus areas and triple constraints (cost, schedule, and scope). The Quality Management Plan explains what the FX EPMO shall implement for quality management. The quality and process performance objectives are to facilitate outcome and benefits realization by completing FX projects on time, on budget, within scope, and with a high-quality solution as shown in **Exhibit 6-2: Project Quality and Performance Objectives** below:

OBJECTIVE	DESCRIPTION
On Time	Project outcomes are delivered to the Agency on the dates agreed in the schedule and contracts
On Budget	Overall project costs will not exceed the agreed budget in the contracts
Within Scope	Agreed-upon requirements are delivered
High Quality	Solutions delivered will meet the agreed-upon requirements and will have the necessary quality to provide value to the Agency

Exhibit 6-2: Project Quality and Performance Objectives

If a project’s progress deviates from a path of realizing stated outcomes and benefits, the FX EPMO shall institute a Corrective Actions process to address issues (refer to the Corrective Actions section below).

The FX EPMO shall confirm adherence to quality management in accordance with the FX Project Management Standards (The Standards), which identifies the specific processes, procedures, standards, and tools to monitor the quality of work delivered, and shall



communicate these concepts across FX projects. The Quality Management standards outline quality activities promoting adherence to the standards and processes defined for the Agency, so FX projects meet their objectives and expectations. The FX Project Management Standards also describe the responsibilities and authority for accomplishing quality activities and identify the required coordination of quality management with other areas.

The FX EPMO shall review project schedules, CRAIDL logs, reports, and other artifacts to evaluate if the project remains in good health and shall make recommendations for improvement where applicable. In addition, the FX EPMO shall incorporate accessibility checks into the QC reviews to ensure Section 508 compliance, where appropriate.

The FX EPMO shall perform a QC review of draft deliverables according to the AMS. This review includes all internal deliverables and any deliverables submitted to the FX EPMO when part of the FX Implementation Review Team as assigned by the FX Director. Upon submission to the FX EPMO, all deliverables will undergo an initial quality review for completeness, correctness, and compliance with The Standards and the DMS deliverable management processes. The initial quality review will examine the following items:

- QC request and checklist accompany the deliverable document
- Compliance with the deliverable DED
- Compliance with file naming and saving standards (to include versioning), quality standards, and use of approved project templates where applicable
- Deliverable review is in sync with review cycle (e.g., Submission, Draft, Final, etc.)
- All sections in the document appear to contain reasonable and agreed-upon content
- Formatting complies with applicable contract requirements and appears reasonable
- The deliverable review schedule is consistent with/matches the review schedule documented in the DED
- Spelling and grammar check

If the submitted deliverable is found to be materially deficient, it will be returned to the Document Owner for remediation. If the submitted deliverable passes the initial quality review, then the Document Owner stores the document by uploading it into the FX Projects Repository in the appropriate folder and file for the formal deliverable review process.

The FX EPMO shall monitor compliance with the project management processes to evaluate if the processes followed the project plans. The collection of lessons learned by the FX project teams shall occur over the life of the projects and be reviewed at project close by the FX EPMO for needed updates to approved FX standards, templates, and tools. Additionally, at the request of the Agency, the FX EPMO shall assess compliance with The Standards.



6.2.2.7.1 CORRECTIVE ACTIONS

The FX EPMO shall use Corrective Actions to identify how a project will remedy a problem in the performance of a project process. The FX EPMO shall log and track Corrective Actions to completion. Possible Corrective Actions may include:

- Remediate a deficiency identified by the FX EPMO
- Remediate a project-level performance issue such as those identified in schedule QC checks
- Remediate IV&V findings upon request from the Agency

The FX EPMO shall complete a Change Request for those corrective actions that will affect project cost, schedule, or scope.

6.2.2.7.2 QUALITY MANAGEMENT - TESTING

Quality Management routinely refers to testing a product during its development. For software this means testing in all the environments from Development Testing, Integration Testing, System Testing, User Acceptance Testing, and Production. Each project will produce a testing plan. For FX, the SEAS Technical Team shall review testing and testing procedures. Since requirements and testing are linked, the SEAS Process and Analysis Team shall review testing results against requirements management to assess the implementation of the requirements. The FX EPMO shall coordinate this effort to help ensure testing goes as planned. During the testing phase, the FX EPMO shall assess statistics and results relative to project goals and objectives.

The FX EPMO shall report on these findings as testing moves from one stage to another through implementation in the production environment.

6.2.2.8 PROGRAM RESOURCE MANAGEMENT

FX Resource Management processes and activities are focused on the allocation of resources to projects within the portfolio and under FX EPMO guidance, and are used to address details and potential conflicts associated with resource demand and availability for the staffing of component projects. These activities involve identifying existing resource availability and capacity, determining the need for additional resources (as necessary), and coordinating resource assignments and interdependencies across component projects to avoid overallocation or inadequate project support. The FX EPMO shall collect and analyze resource utilization data to develop forecasts of expected resource usage and anticipated resource needs across component projects and activities. This information will inform FX EPMO efforts to identify potential resource shortfalls or conflicts that might occur as a result of scarce or constrained resources.

The FX EPMO uses a Schedule and Resource Management System that includes a shared resource pool from which active resources are made available to all projects. The shared labor pool contains the availability of the resources (% time available), their project assignments, and



the status of resource assignments, including overallocation information. The FX EPMO shall continue to run the Resource Management System for project and program resource allocation. In addition, the FX EPMO facilitates weekly meetings of FX Project Managers to coordinate the allocation of shared resources.

FX EPMO resource management functions and activities include:

- Identify and address resource interdependencies through coordination with FX Project Managers at the component-level to ensure that interdependency conflicts do not cause project delays or other negative impacts
- Provide data management and quality control capabilities for the FX Shared Resource Pool in order to manage resource allocations more effectively
- Enable integrated, multi-dimensional views of resource demand, utilization, and availability across all projects in the FX Program to facilitate portfolio management planning and estimating

6.2.2.9 PROGRAM RISK MANAGEMENT

The FX EPMO monitors program risks using similar processes as project-level risk management. See the process definitions for Program Risk Identification and Program Risk Monitoring. The FX EPMO risk management strategy supports the Program Strategy Alignment performance domain by continuously monitoring for risks to achieve the objectives in the S-3: Enterprise Systems Strategic Plan, analyzing those risks, executing the response plans, communicating the risks to FX Governance, then closing the risks when the opportunity or threat passes.

In addition to monitoring for risks to the S-3: Enterprise Systems Strategic Plan, the FX EPMO also monitors project-level risks with an exposure score of 15 or higher. Projects that have risks with increasing exposure scores are reviewed and reported on the FX Projects Dashboard. Issues are also reported to FX Governance.

In the case of the FX Program, rather than a single risk identification meeting occurring during the program definition phase, the SEAS Vendor and the Agency identified risks to the FX Program during the course of the first year of initiation and planning activities. As subsequent programs and projects are evaluated via the portfolio process, an environmental assessment and an initial program risk assessment are conducted to determine the Agency's risk appetite for the program including risks associated with the program's ability to maintain strategic alignment.

Risks to a project or program's strategic alignment are monitored and evaluated against the S-3: Enterprise Systems Strategic Plan throughout the program life cycle.

The following sections define the ongoing activities performed by the FX EPMO CRAIDL Coordinator to facilitate program-level risk management and collaborate with FX Project Managers when monitoring risk at the project-level.



6.2.2.9.1 RISK REGISTER

The FX EPMO CRAIDL Coordinator maintains a risk register for use by all FX projects. The FX EPMO uses the same risk register.

6.2.2.9.2 RISK IDENTIFICATION

The FX EPMO shall conduct on-going risk identification according to the standard process defined in the *Process Definition for Program Risk Identification*.

6.2.2.9.3 RISK ASSESSMENT

The FX EPMO shall conduct risk assessments according to the standard process defined in the *Process Definition for Risk Assessment*.

6.2.2.9.4 RISK RESPONSE PLANNING

The FX EPMO shall conduct risk response planning according to the standard process defined in the *Process Definition for Risk Response Planning*.

6.2.2.9.5 MONITORING AND CONTROLLING RISK

The FX EPMO shall continually perform risk identification, risk response planning, and risk monitoring for the duration of FX. The FX EPMO shall track and report on all risks in the FX Projects Repository with emphasis given to those risks with risk exposure of fifteen or greater, or those with multi-project impact.

The FX EPMO CRAIDL Coordinator facilitates regular Program CRAIDL Log Review meetings to review all new risks opened since the last meeting with the FX Projects Risk/Issue Team and FX Project Managers. All project-level risks with risk exposure of 15 or more are briefly reviewed. Those project risks with imminent trigger events, or trending in a negative direction for two periods or more, shall be discussed to facilitate mitigation or resolution needs.

The FX EPMO CRAIDL Coordinator will monitor and manage risk in the log according to the *Process Definition for Program Risk Monitoring*.

6.2.2.10 PROGRAM SCHEDULE MANAGEMENT

Schedule Management processes and standards are detailed in the FX Project Management Standards, which include requirements for schedule and resource management and their attendant processes for schedule development, monitoring, reporting, and subsequent schedule updates and revisions. These standards also establish the criteria and activities for developing, monitoring, and controlling FX project schedules, including requirements and guidance for re-baselining schedules and for updating existing baselines.



The FX EPMO's Schedule Management activities include the operation of a schedule management system for ongoing administration and maintenance of schedules developed for FX projects (this may also be applied to operational support activities). FX EPMO Schedule Management activities are structured around the following objectives:

- Confirm schedule management standards are consistently applied by all FX projects
- Provide a visual representation of how FX projects are being delivered through their life cycles
- Provide a mechanism for identifying and escalating schedule-related issues and risks that might affect FX goals
- Confirm alignment between FX project schedules and the FX Portfolio Roadmap
- Identify variances in FX project schedules and facilitate corrective actions when necessary
- Assess potential impacts of project-level changes on other projects

The FX EPMO's specific schedule management functions and activities include:

- Facilitate decision-making by providing insights into the behavior and performance of projects and associated changes over time
- Facilitate the identification and management of interdependencies among FX projects and tasks, as well as their associated impacts on individual projects
- Provide visibility to FX Project Managers and project stakeholders into schedule status, risks, and issues across all FX projects so informed decisions can be made on accurate, timely, and relevant schedule data
- Enable integrated, multi-dimensional views of project status and schedule performance metrics across all FX projects

6.2.2.11 PROGRAM SCOPE MANAGEMENT

Scope management includes all the activities required to maintain an FX project's alignment to the S-3: Enterprise Systems Strategic Plan. During the project's planning phase, it includes decomposing the project scope into small work packages. As part of monitoring and control activities, it involves monitoring project change requests—specifically scope changes—for impact to outcome and benefits realization.

The FX EPMO shall monitor the scope of all assigned projects. Variances meeting the escalation threshold set in the FX Governance Plan will be reported to the FX Governance Committee and the FX Portfolio Team.



6.2.2.12 ADDITIONAL PROGRAM MANAGEMENT AND INTEGRATION ACTIVITIES PERFORMED BY THE FX EPMO

The FX EPMO performs these additional program management planning and monitoring activities.

6.2.2.12.1 BENEFITS MANAGEMENT

The FX EPMO shall perform benefits monitoring as summarized in the Benefits Strategy section of this document.

6.2.2.12.2 ISSUE MANAGEMENT

An issue is a problem affecting a project's scope, schedule, cost, quality, and/or outcome realization. Issues often originate from risks. Sometimes issues are unanticipated. All issues are logged in the Issue Log in the FX Projects Repository. All FX project issues are reported by the FX EPMO CRAIDL Coordinator to the FX Projects Risk/Issue Team. FX Project Managers provide further updates at the request of the Agency. The FX CRAIDL Coordinator reviews issues for completeness and timeliness of updates.

For program-level issues, the FX EPMO Lead shall review the issue with the FX Director and SEAS Director. If unable to resolve the issue in a timely manner, the FX EPMO Lead shall collaborate with the Governance Team for appropriate escalation pursuant to the FX Governance Plan, as appropriate.

Issues shall be tracked in the FX Projects Repository and updated as events progress. Open issues are provided as input to the project performance reporting.

6.2.2.12.3 DECISION MANAGEMENT

The FX EPMO uses the Decision Log on the FX Projects Repository to record both program-level decisions that have been made and decisions that are needed. The FX EPMO shall capture the decision and facilitate decision-making when needed. For program-level decisions, the FX EPMO CRAIDL Coordinator is responsible for documenting the resolution and closing the decision. If decision-making is not timely, the FX EPMO Lead shall escalate according to the FX Governance Plan, as appropriate.

The FX EPMO CRAIDL Coordinator shall assess project-level decisions for completeness, timeliness of updates, and impacts to other FX projects. FX CRAIDL Coordinator shall work with either the FX Project Manager or decision-owner to facilitate timely decision-making.

6.2.2.12.4 STAKEHOLDER ENGAGEMENT

The FX EPMO collaborates with the FX OCM Services Team on stakeholder engagement needs. The FX EPMO shall review and assess stakeholder participation specifically when a stakeholder is engaged in multiple projects or programs. This is to assess if there are



conflicting goals and objectives and if so, the FX EPMO shall work with the FX OCM Services Team to address these issues.

6.2.2.12.5 ACTION ITEM MANAGEMENT

Action items contribute to the completion of project deliverables and/or the resolution of project threats, opportunities, issues, and corrective action plans. Project-level action items are typically the result of, and tied to, risk response plans, issue resolution plans, and project decisions, and shall be tracked in the Action Item Log on the FX Projects Repository. When a new action item is added to the log, the FX EPMO CRAIDL Coordinator shall review for completeness and confirm that the action item has not been duplicated.

Periodically the FX EPMO CRAIDL Coordinator shall assess all open Action Items for completeness, resolution by due dates, last update/modification, and potential impact to other FX projects. Outstanding items will be reviewed with the applicable FX Project Manager. Potential impacts will be reviewed with the FX EPMO Lead.

The FX EPMO CRAIDL Coordinator and FX Project Managers shall manage Action Items according to the standard process defined in the *Process Definition for Action Items*.

6.2.3 COMPONENT TRANSITION AND CLOSURE

When an FX project closes, or transitions to on-going operations, it leaves the purview of the FX EPMO. A Project Close Out Report is prepared by the Project Manager, reviewed with the Project Team, and approved by the Project Sponsor. Project resources are released, project artifacts are archived, and open CRAIDL items are disposed. The FX EPMO shall facilitate the transition of benefits management activities to the operational organization so intended benefits continue toward realization and sustainment.

6.3 PROGRAM CLOSURE PHASE

A program closes when all projects within the program are complete and the program has begun delivering intended outcomes and benefits. A program may also close if the FX Governance Committees no longer see the program structure providing the valued management control and benefits which inspired the initial formation of the program.